



STATE PERFORMANCE GOALS FOR UTAH MUSEUMS

The Utah Division of Arts & Museums established the State Performance Goals to help museums, particularly small and mid-sized museums, benchmark progress, build capacity, and set new standards of excellence. Statewide progress on the goals is measured through an annual museum survey and through progress reported in museum grant applications.

The Utah State Performance Goals are modeled on the Museum Assessment Program (MAP) administered by the American Alliance of Museums and the Institute of Museum and Library Services and the Standards and Excellence Program for History Organizations (StEPS) administered by the American Association for State and Local History. Utah Arts & Museums encourages museums to participate in regional and national certification programs such as StEPS and MAP, and we hope the State Performance Goals will be good preparation and provide confidence for those museums who wish to seek these certifications.

The State Performance Goals cover eight areas of museum operations:

1. Structure
2. Staff/Volunteers
3. Finance
4. Facilities
5. Collection Management/Conservation
6. Exhibitions
7. Education
8. Public Relations

USING THE STATE PERFORMANCE GOALS

The State Performance Goals will be most effective if they are incorporated into a regular planning process. Most of the goals exist along a continuum and far from being items to “check off” are areas that most museums, large or small, can improve on. For example, most museums would benefit from revisiting their public relations activities, whether they are adding additional activities, improving the marketing plan or seeking new ways to measure the effectiveness of those activities. Most of the goals have a natural progression from “good” to “better” to “best”

Each measure is self-evaluated and self-reported. Words such as “regularly,” “several,” “many,” and “appropriate” may mean different things to different museums depending on scale, purpose, budget and staff. It can be easy to get overwhelmed, but remember that each museum is unique and be mindful of your capacity. Any progress toward the goals advances your museum and provides an opportunity to celebrate success.

PLANNING PROCESS

1. Conduct an internal self-evaluation using the provided worksheet. This is an opportunity to establish a baseline and identify those areas where efforts will yield the greatest return. Be honest but realistic. The State Performance Goals are a tool for you to use in setting goals for your museum and will be most effective if calibrated to your unique situation.
2. Review the most recent [museum survey](#) to benchmark your progress against other museums across the state.
3. Prepare a list of actions that would further the museum's progress toward the goals.
4. Prioritize the list of actions. You could focus on one operational area or identify key goals from several operational areas. Priority goals might include those that are in critical need of attention, those that yield the greatest return for the effort invested, or actions that are easy to accomplish ("low-hanging fruit") and offer an opportunity to celebrate success.
5. Take action. Incorporate the actions in your planning, communicate them throughout the organization. Set specific, measurable goals. Seek information, training and other resources from Utah Arts & Museums and other sources.
6. Celebrate your success. Report your progress on the goals to your board, community, and to Utah Arts & Museums [staff](#).
7. Revisit the State Performance Goals frequently to review your progress and create new action lists.

BASIC REQUIREMENTS

- ☐ Have tax-exempt status with the Internal Revenue Service or be operated by a parent nonprofit, university or government entity that does.
- ☐ Be organized on a permanent basis for educational purposes
- ☐ Be open to the general public on a regular basis
- ☐ Have as a primary purpose the display or use of collections and exhibits through facilities it owns or operates
- ☐ Have at least one paid or unpaid staff member or the equivalent, whose primary duty is the care, acquisition or exhibition to the public of objects owned or used by the museum
- ☐ Obtain [Certified Utah Museum](#) status from Utah Arts & Museums
- ☐ Take the American Alliance of Museums [Pledge of Excellence](#)

RECOMMENDED GOALS

I. STRUCTURE

- a. Museum will know its organizational status (independent nonprofit, operating under government or other nonprofit, etc.) and maintain founding and governing documents, i.e., articles of incorporation, bylaws, IRS 501(c)(3) determination letter, charitable solicitations permit, policies, board minutes, etc.
- b. Museum will develop a mission statement describing its scope, purpose, and audience and measure its activities against its mission statement
- c. Setting goals will be a regular part of the museum's operational procedures, including strategic plans
- d. The museum governing body will abide by and regularly review its governing documents and bylaws.

II. STAFF (PAID AND VOLUNTEER)

- a. Museum will establish personnel policies and define job descriptions. Policies will include conflict of interest, benefits.
- b. Museum will adopt and staff and volunteers will abide by a professional code of ethics. We encourage all Utah museums to take the American Alliance of Museums [Pledge of Excellence](#) (no cost). Also see the Utah Nonprofits Association [Standards of Ethics](#).
- c. Museum will demonstrate a commitment to professional development for its staff and volunteers, i.e., access to museum literature, attendance at museum workshops and conferences, etc.
- d. Museum seeks and retains staff/volunteers, provides opportunity for growth and/or advancement, invests in professional development, develops emerging leaders and has recruitment and succession plans for key board and staff positions

III. FINANCE

- a. Museum and/or governing authority will maintain a detailed accounting of all expenses and revenues (including cash and in-kind support from individuals, businesses, foundations, and governments) with appropriate policies and controls for the handling of money.
- b. Museum produces annual financial statements, including all assets and liabilities (excluding value of collections) which are regularly reviewed by the governing authority.
- c. Museum's governing authority will approve an annual budget and regularly review financial statements.
- d. The museum will develop a fundraising plan to support future needs

IV. FACILITIES

- a. Museum will maintain ownership or lease documentation on museum building and other partnerships, i.e., maintenance, grounds, security

- b. Facilities and grounds will be well maintained
- c. Museum will develop a policy covering security measures, i.e., collections, exhibitions, building
- d. Museums will evaluate their accessibility to visitors and staff of all abilities
- e. Facility will be insured, if applicable, and liability insurance will be maintained
- f. Fire protection will be in accordance with local ordinances
- g. Museum will develop a disaster plan

V. COLLECTIONS/CONSERVATION

- a. Accession records will be kept and duplicates kept securely in an off-site location.
- b. Collection will be catalogued and photographed.
- c. A collections management policy will be developed and include a definition of the collection and policies regarding loans, donations, accession and deaccession processes, etc.
- d. Prioritized condition reports outline conservation needs which are budgeted for on an ongoing basis.
- e. Museum will maintain collection management standards:
 - Staff involved with collections will be trained in proper handling techniques
 - Collections not on display will be kept in a secure place
 - Collections will be protected from detrimental effects of light, temperature change, humidity, pests, pollutants and human interaction
 - Collections will be managed in accordance with state and federal laws, e.g., Native American Graves Protection and Repatriation Act (NAGPRA), Nazi looting, guidelines for the display of human remains and religious relics
- f. Museum will determine the importance and status of insurance on collections, i.e., objects on display or in storage, objects on loan to and from the museum, lender insurance, etc.

VI. EXHIBITIONS

- a. Museums will plan exhibits with specific objectives, thoughtfully curated in a way that involves the community and evaluates those exhibits against the stated objectives
- b. Exhibit interpretation will be provided, and every effort will be made to provide accurate information.
- c. Museum will take care in protecting objects while on display, giving special attention to mounting procedures, environmental controls, and security.

VII. EDUCATION

- a. Museum will develop educational programs that relate to the stated mission/purpose of the museum and that utilize the museum's collections and resources

- b. Educational programs will be organized for a variety of audiences (i.e, school groups, senior citizens, minorities, etc.)
- c. Museum will develop educational programming for a variety of audiences and styles of learning. Visitors will engage and interact with the educational programming and provide feedback. Educational activities may include:
 - i. permanent exhibitions
 - ii. changing exhibitions
 - iii. traveling exhibits
 - iv. printed informational materials
 - v. public/school tours
 - vi. gallery strolls/receptions, open houses
 - vii. lectures/gallery talks
 - viii. docent training
 - ix. demonstrations
 - x. classes/workshops/panel discussions/symposia
 - xi. research
 - xii. children's activities/events
 - xiii. teacher workshops
 - xiv. performances/literary events
 - xv. activities in other languages
 - xvi. off-site school activities

VIII. PUBLIC RELATIONS

- a. Museum will collect information about visitors
- b. Museum will have regular hours of operation that are clearly communicated to the public
- c. Museum will conduct marketing and public relations efforts, e.g.:
 - web site
 - social media
 - mailing or emailing lists
 - newsletters
 - press releases, press kits and lists of media to send them to
 - banners and signs
 - flyers (school, utility mailers, church & civic organizations)
 - community calendars and NowPlayingUtah.com
 - radio/TV public service announcements/special events
 - other

The State Performance Goals will change from time to time as the environment changes and as we incorporate feedback from the field. Please contact Wendi Hassan, 801.860.6396, whassan@utah.gov with comments, questions or suggestions.

Glossary

Museum – a public or private nonprofit institution which is organized on a permanent basis for essentially educational or aesthetic purposes and which owns or uses tangible objects, either animate or inanimate, cares for these objects and exhibits them to the general public on a regular basis. (*Institute of Museum and Library Services*)

Collection – tangible objects, either animate or inanimate, intentionally acquired and cared for by the museum on behalf of the general public and displayed on a regular basis (*Institute of Museum and Library Services*)

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